

Completed Commissioning Letter

Market & Opinion Research International Limited (Trading as Ipsos Mori)

REDACTED,
3 Thomas More Square
London
E1W 1YW

17th April 2018

Dear REDACTED

Research and Evaluation Framework Agreement – Lot 3 Programme and Pilot Evaluation

CCSN17A24-Small Employer Offer (SEO) Evaluation

Thank you for your response to the Specification for the above Commission by the Department for Work and Pension (the Customer) through the Research and Evaluation Framework dated 2nd January 2016 between (1) Secretary of State for Business, Innovation and Skills; and (2) Market and Opinion Research International Limited (the Framework Agreement).

Annexes: Supplemental Tender dated 27th November 2017
Costing breakdown (Appendix E)
Specification for Small Employer Offer Evaluation

The Department for Work and Pensions accepts your Supplemental Tender, submitted in response to the Specification.

The Call-Off Terms and Conditions for this Contract are those set out in Schedule 5 to the Framework.

The agreed total charges will not exceed £335,510.27 exclusive of VAT which should be added at the prevailing rate. The following costs will be used for benchmarking purposes. More detailed breakdown including costs for research design, project management and reporting are set out in Appendix E.

Activity	Cost
Initial Planning and Development including topic guides and interviewer briefing packs for Qualitative Research	REDACTED
Initial Planning and Development including topic guides and interviewer briefing packs for Quantitative Research	REDACTED
Qualitative Fieldwork of 50 interviews including incentives	REDACTED

and assuming 10% of participants require large print and a British Sign Language Interpreter	
Qualitative Fieldwork of 100 interviews including incentives assuming 10% of participants require large print and a British Sign Language Interpreter	REDACTED
Qualitative Fieldwork of 150 interviews including incentives assuming 10% of participants require large print and a British Sign Language Interpreter	REDACTED
Quantitative Fieldwork for 1,000 responses interviews including incentives	REDACTED
Quantitative Fieldwork for 2,000 responses interviews including incentives	REDACTED
Analysis and Reporting (including, presentation of the findings and literature Review) for Qualitative Research	REDACTED
Account Management including attendance at progress meetings (excluding T&S) for Qualitative Research	REDACTED
Analysis and Reporting for Quantitative Research	REDACTED
Account Management including attendance at progress meetings (excluding T&S) for Quantitative Research	REDACTED
Final reports (including main report, summary report and one page summary	REDACTED

The above costs assume a maximum of six case studies per tranche.

Costs outside of those which are outlined in the table above, will be made in line with the rate card below:

Role	Daily Rate (8 hours)	Half Day Rate	Hourly Rate
	£	£	£
Consultant/Senior Researcher	REDACTED	REDACTED	REDACTED
Director	REDACTED	REDACTED	REDACTED
Executive	REDACTED	REDACTED	REDACTED
Manager	REDACTED	REDACTED	REDACTED
Professor (CRESR)	REDACTED	REDACTED	REDACTED
Senior Research Fellow (CRESR)	REDACTED	REDACTED	REDACTED
Research Associate (CRESR)	REDACTED	REDACTED	REDACTED

Travel and subsistence will be paid at cost in line with the Customer travel and subsistence policy.

Payment will be made in milestones dependent upon key stages in the fieldwork being completed. Payment schedules will be agreed and finalised in the Contract, however final payment will only be paid upon completion and sign-off of the final

report. Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables. Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs. All invoices must include the appropriate purchase order number.

All invoices should be sent to
REDACTED

You are reminded that any Customer Intellectual Property Rights provided in order to perform the Services will remain the property of the Customer.

The Key Milestones for this project are as below. This is subject to change depending on when the inception meeting takes place. The survey and second tranche of case studies will only proceed if the Authority judges take up of the SEO to have been high enough to both:

- make the work proportionate and;
- to produce a sample that has a reasonable expectation of obtaining results (2,000 achieved interviews in the first wave of the survey for example).

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The Service Provider should note that the Customer wishes to retain flexibility in the sequencing of survey and case study waves. Timings of field work and reporting of ad-hoc qualitative interviews are subject to a call-off element of the Contract being agreed and are yet to be determined.

The Service Provider shall produce a further version of the timetable in such further detail as the Customer may reasonably require. The Service Provider shall ensure that each version is subject to approval. The Customer shall have the right to require the Service Provider to include any reasonable changes or provisions in each version submitted.

The Contract Commencement Date is 23rd April 2018. The Contract will expire upon completion of the Services. This is expected to be approximately twenty one (21) months.

The Contract may be terminated for convenience by giving 1 month notice in accordance with clause 37 of the Call-off Terms and Conditions.

Your invoice(s) for this work must include the following information:
Purchase Order number

The Key Personnel for this Contract will be:

For the Service Provider:

REDACTED

For the Customer:
REDACTED

The Customer will measure the quality of the Service Provider's delivery by the following SLA's:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Service Delivery	Adherence to the milestones	100%
2	Project management	Attendance at project update meetings	100%
3	Achieved sample sizes	Achieve the required number of completed interviews subject to DWP providing sufficient samples of good quality.	100%
4	Managing complaints	Respondent complaints managed according to agreed processes within 24 hours	98%

The Service Provider's performance will be monitored and assessed through regular project update meetings with the Project Manager, review of progress against the agreed project timeline and through review of deliverable products. Tele-kits with the Project Manager will occur at least once in every 2 week period.

Where the Customer identifies poor performance against the agreed SLA's, the Service Provider shall be required to attend a performance review meeting. The performance review meeting shall be at an agreed time no later than 5 working days from the date of notification at the Customer's premises.

The Service Provider shall be required to provide a full incident report, which describes the issues and identifies the causes. The Service Provider will also be required to prepare a full and robust 'Service Improvement Action Plan', which sets out its proposals to remedy the service failure. The Service Improvement Plan shall be subject to amendment following the performance review meeting and agreed by both parties prior to implementation.

The Customer agrees to work with the Service Provider to resolve service failure issues. However, it will remain the Service Provider's sole responsibility to resolve any such service failures.

Where the Service Provider fails to provide a Service Improvement Plan or fails to deliver the agreed Service Improvement Plan to the required standard, the Customer reserves the right to seek early termination of the Contract in accordance with the procedures set out in the framework terms and conditions

Congratulations on your success in being selected to undertake this Commission.

Yours sincerely

For and on behalf of the Department for Work and Pensions

REDACTED

BY SIGNING AND RETURNING THIS COMMISSIONING LETTER THE SERVICE PROVIDER AGREES to enter a legally binding Contract with the Customer to provide to the Customer the Services specified in this Commissioning Letter and Annexes incorporating the rights and obligations in the Call-off Terms and Conditions set out in the Framework Agreement.

Signed on behalf of the Market & Opinion Research International Limited (trading as Ipsos MORI):

Name.....

Position... ..

Signature.....

Date.....

Signed on behalf of the Department for Work and Pensions

Name.....

Position.....

Signature.....

Date.....

SUPPLEMENTAL TENDER

REDACTED

Appendix E – Ipsos MORI detailed costings

REDACTED

Specification for Small Employer Offer Evaluation

1. DEFINITIONS

Expression or Acronym	Definition
DWP	Department for Work and Pensions
DWP SSCL	Department for Work and Pensions Shared Services Commercial Team
CRB	Criminal Records Bureau
ESA	Employment Support Allowance
GSAD	DWP Generic Security Accreditation Document
JCP	JobCentre Plus
LA	Local Authority
MI	Management Information
PGP	Pretty Good Privacy
PSP	Personal Support Package
SEA	Small Employer Advisor
SEO	Small Employer Offer
UC	Universal Credit
UC LCW	Universal Credit Limited Capability for Work
WRAG	Work Related Activity Group
WSD	Work Services District

2. SCOPE OF CONTRACT

- 2.1 The Customer requires an evaluation of the SEO. This will involve conducting research at pace with claimants with disabilities and health conditions, Customer staff and partners, and employers. The Contract will also allow for ad-hoc research with employers in response to emerging evidence gaps specified by the Customer
- 2.2 The information generated will be used to help the Customer assess the work-related and “soft” outcomes being generated by the SEO, and whether improvements can be made to SEO processes. The research with employers must help the Customer understand employers’ needs with regard to the information and support they receive from the Customer when recruiting and retaining employees with disabilities and health conditions.
- 2.3 The SEO evaluation will involve two tranches of case studies.
 - 2.3.1 The first tranche of case studies will take place in REDACTED and **must** deliver preliminary findings by the REDACTED.
 - 2.3.2 The second tranche will take place in REDACTED, when the SEO is better established. The second tranche **must** deliver findings by REDACTED. The second tranche will only go ahead if the Customer deems there to be sufficient take up of the Small Employer Offer.
- 2.4 The case studies will cover **up to** eight WSD districts –. The case studies will include qualitative interviews with claimants, Customer staff and small employers who have been approached by the Customer to participate in the SEO. The sample may include other small employers who have not been approached by the Customer to participate in the SEO. The Service Provider will conduct a mixture of face-to-face and telephone interviews (recognising that participant requirements may necessitate a particular method e.g. due to health condition or remote location). As well as one-to-one interviews. The Service Provider must carry out paired interviews and focus-groups as necessary. The Service Provider must carry out observations as part of the case studies, e.g. observations of claimant-employer interactions
- 2.5 Potential two-wave longitudinal telephone survey
 - 2.5.1 This Contract will allow for the possibility of a two-wave longitudinal telephone survey of claimants who are/have been participating in the SEO, though other methods of contacting these claimants should also be considered in any tender responses (such as online).
 - 2.5.2 The first wave should be conducted in REDACTED, if possible depending on recruitment to the SEO provision. The Customer may decide to delay this wave or not proceed with the survey at all.
- 2.6 During the course of the Contract, the Customer will identify whether there is a need for additional ad-hoc research with employers however this is not guaranteed and the Customer will specify whether all or part of it will go

ahead. The ad-hoc research with employers will involve small-scale case studies or sets of interviews and/or observations and/or focus groups with employers. The research projects will be developed at pace with the Customer in response to emerging evidence gaps specified by the Customer. The number and timings of these ad hoc interviews will be decided by the Customer.

3. THE REQUIREMENT

3.1 The Customer requires the following **deliverables and outputs:**

- 3.1.1 Regular progress review meetings by teleconference – likely to be every two weeks at the beginning;
- 3.1.2 Regular updates on the progress of the research projects, including weekly or fortnightly teleconference meetings as judged necessary by the Customer and weekly written updates on fieldwork.
- 3.1.3 Attendance and updates at quarterly steering group meetings which may be held in Sheffield, Leeds or London.
- 3.1.4 At least two different questionnaires for two waves of research with claimants;
- 3.1.5 Topic guides for the qualitative research with claimants, staff, stakeholders and employers;
- 3.1.6 Interviewers briefing packs;
- 3.1.7 Observation of piloting and occasional observation of fieldwork;
- 3.1.8 Provision of emerging findings at the early stages of analysis;
- 3.1.9 A brief literature review/ summary of existing evidence in the area of disability employment/employment support with small employers to inform the design of research instruments and form an introductory chapter in the final report.
- 3.1.10 Main report for case studies, quantitative survey, and any ad-hoc research
 - 3.1.10.1 A main report on the case studies for publication adhering to Customer guidance. This will also report on the two wave quantitative survey and any ad-hoc research should either/ both of these elements of the Contract go ahead.
 - 3.1.10.2 A summary report of the findings and recommendations from the research, for publication;
 - 3.1.10.3 A one page summary of the research for the Customer website;
- 3.1.11 Case studies outputs

- 3.1.11.1 An interim short report/ slide pack following each tranche of the qualitative case studies for internal use;
- 3.1.11.2 Two presentations of the qualitative findings (one per tranche of case studies) to Customer colleagues, stakeholders and potentially Ministers
- 3.1.12 Two-wave quantitative survey outputs
 - 3.1.12.1 An interim short report/ slide pack following each wave of the quantitative survey (**if undertaken**) for internal use;
 - 3.1.12.2 Two presentations of the survey findings (one per survey wave) to Customer colleagues, stakeholders and potentially Ministers, if the surveys go ahead;
- 3.1.13 Ad-hoc employer research outputs
 - 3.1.13.1 A short research proposal to be developed by the Service Provider for each specific request, and approved by the Customer in each case before recruitment and fieldwork may commence;
 - 3.1.13.2 An interim short report/ slide pack for internal use where necessary following each specific request.
- 3.1.14 Draft versions of all reports must be provided by the Service Provider for quality assurance with all relevant stakeholders. Comments must be considered and used to inform the final versions. Products must be produced in a format consistent with the Customer Style Guide. The Service Provider should be aware that they may be required to produce multiple draft copies before a final version is accepted.
- 3.1.15 Copies of all quantitative datasets created during the course of the research in SAS and SPSS compatible format with full documentation (including variable descriptions, value labels and appropriate weights);
- 3.1.16 A half-day workshop to explain to the Customer's analysts the content of the quantitative datasets e.g. variables, value labels, weights etc.
- 3.1.17 A short project evaluation report outlining what went well and less well with the project and lessons learned;
- 3.1.18 Deposit survey data to the UK data archive.
- 3.2 Ethics
 - 3.2.1 It is essential that the research allows all claimants to participate fully. In some cases this may require interviewing by proxy. Research instruments must be designed to be accessible to people with a disability or health condition if required, including

consent forms so participants can give informed consent themselves. Service Provider researchers must be experienced in conducting interviews with disabled people who have a range of impairments, including those who have mental health conditions, learning and or mobility difficulties.

3.2.2 It is the responsibility of the Service Provider to ensure the research is conducted ethically. The Service Provider will be expected to assess whether ethical approval is necessary. Where ethical approval is required, it will be the responsibility of the Service Provider to seek and gain ethical approval before the research commences.

3.2.3 All participants must give their consent prior to taking part in the research. This consent must be informed, specific and freely given. Ideally, this should be written consent, but where this is not possible, explicit verbal consent needs to be obtained and recorded by the interviewer.

3.2.4 . Incentives are not expected to be offered to participating employers and **must not** be offered to participating Customer staff.

3.3 Coverage

3.3.1 The research could take place anywhere in England, Scotland or Wales, including but not limited to the homes of claimants, Jobcentre offices, other Customer offices, and the premises of employers via a number of routes (face-to-face, telephone, online)

3.4 The Service Provider must be aware that the Customer has signed up to the Welsh Language Scheme. Where it conducts public business in Wales, it treats the English and Welsh languages equally and the Service Provider must be aware of the provisions of the Welsh Language Scheme and the implications of conducting research in Wales.

3.4.1 In practice, this means the Service Provider must ensure;

3.4.1.1 Invitation letters to Welsh participants are issued in both English and Welsh;

3.4.1.2 Interview / survey materials for Welsh participants are made available in Welsh, where requested;

3.4.1.3 Face to face interviews are conducted in Welsh, where requested;

3.4.1.4 Any telephone or postal queries from Welsh participants are answered in Welsh, where requested.

3.5 Design

3.5.1 The research will consist of three parts, assuming all parts go ahead as specified above:

- 3.5.1.1 A series of case studies to evaluate the delivery and effects of the SEO, involving face-to-face or telephone interviews, observations or focus groups with claimants, Customer staff, stakeholders, and employers.
- 3.5.1.2 A two-wave quantitative claimant tracking survey with claimants currently or recently participating in the SEO, conducted via telephone (or other suitable methods). The Customer **does not** intend to commission a survey in control areas or with a control group.
- 3.5.1.3 A series of ad-hoc face-to-face or telephone interviews or focus groups with employers participating in one or more elements of the PSP (beyond the SEO).
- 3.5.1.4 The sequencing of these elements will be agreed in conjunction with the Service Provider at the project inception meeting, bearing in mind that the first set of SEO case studies must deliver provisional results by May 2018. The sequencing of the subsequent research will be agreed between the Service Provider and the Customer as the research progresses and take-up is clearer.

3.6 Small Employer Offer case studies

- 3.6.1 The Customer requires a minimum of two tranches of case studies, with a total of approximately 100-150 interviews, observations and focus groups per tranche of case studies. Participants will include SEO eligible claimants, Customer staff, and employers. It is expected that the majority of these will be telephone interviews but that some will be conducted face to face/in person.
- 3.6.2 The case studies must provide insight on how the SEO is being delivered in different areas with different characteristics. Case study areas in the first tranche must include at least one district delivering the small employer payment and one not delivering it.
- 3.6.3 Case studies must be designed to produce findings in line with the research questions specified below. Case studies must demonstrate how well the SEO is performing in terms of supporting claimants into or towards work, matching claimants to appropriate employers, and encouraging small employers to work with the Customer as part of the SEO. Employers will be able to offer work trials and work experience as well as paid roles, so case studies should reflect this split. Case studies must explore awareness of, and any effects of, the small employer payment.
- 3.6.4 The Customer requires two waves of case studies in order to explore delivery and experience of the SEO in years one and two. The case studies do not have to be in the same areas in each year.

3.7 SEO quantitative survey

- 3.7.1 The SEO quantitative survey will only go ahead if, REDACTED, the Customer judges there to be sufficient take up of the SEO to make the survey both viable and proportionate.
 - 3.7.2 The Customer anticipates a quantitative survey of claimants participating in the SEO, with a minimum of two waves. The first wave should achieve at least 2,000 completed survey interviews, and the second wave should achieve at least 1,200 completed survey interviews. The sample for the second wave will be those who completed the first wave as far as possible, with new participants to account for any attrition.
 - 3.7.3 The survey must explore the work history, health status, attitudes to work, confidence, wellbeing, and reasons for participating in the SEO of claimants, as well as briefly recording other support they have received to help them return to work. The second wave will be used to track distance travelled on these measures, as appropriate, and to assess whether the SEO is leading to sustainable outcomes for claimants.
- 3.8 Employer ad-hoc research
- 3.8.1 It is expected that some of the packages in the PSP will involve the Customer or claimants engaging closely with employers. The ad-hoc research will involve up to 100 interviews with employers, to be deployed as needed in ad-hoc projects. The projects will be designed in collaboration with the Customer and will respond to emerging evidence needs identified by the Customer.
 - 3.8.2 The employer ad-hoc research will fall under a call-off clause in the Contract. The Customer will decide whether or not the Service Provider will carry out any or part of the 100 interviews to pursue ad-hoc research projects.
 - 3.8.3 Should these projects go ahead, the Customer anticipates that the Service Provider will use face-to-face or telephone interviews, observations and focus groups to explore the experiences of employers engaging with policies that form part of the PSP.
- 3.9 In the course of this research, the Service Provider will need to take into account evidence from existing literature and other pieces of research that have touched on or included some people who are part of the WRAG group.
 - 3.10 All research instruments used in this evaluation must be agreed and approved by the Project Manager prior to data collection.
 - 3.11 All interviews must be recorded onto 256-bit encrypted digital recorders and fully transcribed prior to data analysis.
- 3.12 Research questions
- 3.12.1 SEO evaluation
 - 3.12.1.1 Claimants:

- (a) Did the SEO result in significant numbers of claimants moving into/towards sustained jobs?
- (b) What did the customer journeys of claimants who did not find work/work trials/placement through the SEO look like?
- (c) Were there any segments of claimants for whom the offer worked well/less well? Why?
- (d) What distance travelled for claimants towards work was measurable, if any?
- (e) What were the characteristics of claimants engaging with the SEO?

3.12.1.2 WSD / Jobcentres:

- (a) How well did the reverse job-matching process work for claimants, employers and WSD staff?
- (b) How well did the new SEA role work?
- (c) How did engaging with this type of employer differ from previous employer engagement activity?
- (d) How well did the new SEA role integrate into the existing employer engagement structures and ways of working in WSD? How did this affect the success of the SEO?

3.12.1.3 Employers

- (a) What drove take up or rejection of the small employer payment of £500?
- (b) How, if at all, did the payment appear to affect employers' motivations to take on this claimant group?
- (c) In areas where the payment was not available, how (if at all) did this affect the willingness of employers to take someone on through the SEO?
- (d) What were the characteristics of employers engaging with the SEO? [Employers will have up to 25 employees and franchises are excluded from the offer]
- (e) What are these employers' attitudes to hiring disabled people or people with health conditions?

- (f) How do employers in scope for the SEO access information, and what are their information needs?
- (g) Do employers report being willing to continue employing the claimants? Do they feel able to?
- (h) What are employers' attitudes towards retention of employees with health conditions or disabilities? Are they willing to make changes to accommodate those employees? Do they feel able to?

3.12.1.4 Overarching

- (a) What was the relationship between the SEO and other parts of the PSP?

3.12.2 This is not an exhaustive list of questions and is subject to change.

3.12.3 Ad-hoc employer research:

3.12.3.1 The scope of potential pieces of small-scale research with employers will vary according to identified evidence gaps but could include the following questions:

- (a) How do employers see the PSP? Does it produce prospective employees who meet employers' needs? If not, why?
- (b) Are employers aware of the PSP, and specifically certain PSP elements?
- (c) What barriers do employers face to employing and/or retaining people from the ESA WRAG/UC LCW?
- (d) How can the Customer improve support offered to employers as part of the PSP?
- (e) Do some employers feel more able than others to take on PSP claimants? Why? What could the Customer do to change this?
- (f) What are employers' attitudes to hiring disabled people or people with health conditions?
- (g) What sources of information about recruiting and supporting disabled employees do employers use? How can the Customer improve these sources and promote their use?

4. CUSTOMER'S RESPONSIBILITIES

- 4.1 The Customer will keep the Service Provider informed about current evaluation plans through regular catch up meetings as they develop, for example whether to complete the ad-hoc element of the research.
- 4.2 The Customer will ensure that the Service Provider has access to relevant information to allow for a suitable understanding of the policy area prior to commencing work.
- 4.3 The Customer will provide a sample where claimants are being contacted.
- 4.4 The Customer will work with the Service Provider to identify small employers who have been approached by the Customer to participate in the SEO.

5. REPORTING

- 5.1 The Customer requires reporting outputs as detailed in the milestones above. Culminating in two (separate) draft final reports for the SEO evaluation and employer research REDACTED. Final publishable quality reports will be agreed between the Customer and the Service Provider and provided by autumn 2019.

6. VOLUMES

- 6.1 Volumes will be subject to the decisions made regarding the ad-hoc employer research and call-off elements of the Contract. However it is expected that the Service Provider conducts a minimum 100 total interviews across the SEO case studies, and if the SEO claimant survey takes place, a minimum of 2,000 survey interviews in wave 1 and a minimum of 1,200 in wave 2.

7. CONTINUOUS IMPROVEMENT

- 7.1 The Service Provider will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 7.2 The Service Provider should present new ways of working to the Customer during scheduled 2 weekly meetings.
- 7.3 Changes to the way in which the Services are to be delivered must be brought to the Customer's attention and agreed prior to any changes being implemented.

8. STAFF AND CUSTOMER SERVICE

- 8.1 The Customer requires the Service Provider to provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service to all Parties.
- 8.2 Service Provider staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract.
- 8.3 The Service Provider shall ensure that staff understand the Customer's vision and objectives and will provide excellent customer service to the Customer throughout the duration of the Contract.

9. ADDITIONAL INFORMATION

- 9.1 Where any aspects of the research will be sub-contracted, the Service Provider must explain why this has been suggested and what arrangements will be put in place to ensure that this arrangement is effective.

10. LOCATION

- 10.1 The Service Provider will be based within their own office, but will be expected to travel to Customer's Corporate Centre Offices (in London, Leeds and Sheffield) for project management meetings as required. These meetings will occur regularly.
- 10.2 The research will be covering a large geographical area.
- 10.3 The Service Provider will be expected to travel for any claimant interviews.

11. SECURITY REQUIREMENTS

- 11.1 Interviewers must be CRB/DBS checked.
- 11.2 The Service Provider must ensure all security requirements meet departmental standards as outlined in the GSAD at all stages of the research process.
- 11.3 All fieldwork data must be gathered, transported and stored securely. All interviews must be recorded in 256-bit encrypted digital recorders. Any transfers to and from the Service Provider (for example, to a subcontracted transcription services provider) or collaborator (for example, a lead research organisation on other key evaluation projects) must also meet the Customer's standard, using PGP encryption software or equivalent.
- 11.4 Data must be held, processed and transported only within the United Kingdom.
- 11.5 The Service Provider must maintain confidentiality of data at all times, and the proposal should detail how this will be achieved (for example, using unique serial numbers to identify cases, using only encrypted laptops etc.). No individual claimants, Customer staff or other stakeholders will be identifiable in public outputs.
- 11.6 The Service Provider will need to destroy personal data (e.g. sample files) and all other data relating to this project (including interview transcripts) at the end of project or when instructed to do so by the Customer project manager.
- 11.7 Departmental approvals for the transfer of data and general data security assurance will be sought through DSAM (Data Sharing and Access Management) and SARA (Security Assurance for Research and Analysis) respectively, by the evaluation project manager.